

MEMORANDUM FOR: JHH

For Review

John:

Here is the internal NPIC Cable Traffic Study prepared by [] and coordinated with the Group Chiefs. Several observations:

1) Although Jack has come up with a good idea for reducing the volume of Cable Traffic, there is no correlation between the proposed Cable Traffic reduction and the T/O requirements for the COMO Branch. You are left to assume that if the recommended proposal is achieved, we may reduce our requirement by two COMO operators - but it doesn't say so specifically.

2) The IEG counter proposal to no longer cable the OAK supplement, is not discussed in any

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follow-on study. I would hope this would be
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the internal procedural COMO problems are not discussed. Presumably this will be included in the following study. It does appear that he does have legitimate problems which must be solved. 4) [redacted] comments make no sense at all to me. 5) I suggest we establish a deadline for any follow-on study. Presumably, we will go forward with the double slotting of the two COMO operators until we can resolve the problems. But unless we establish some kind of a deadline, this is likely to go on - based on our past experience.

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2 December 1969

NPIC Cable Traffic Study

1.0 PURPOSE

Determine what, if anything, can be done to lighten the workload of the Communications Branch.

2.0 BACKGROUND

Last April, the Office of Communications, CIA advised NPIC that the Center should add two more communicators to the Commo Branch T/O. This recommendation was based on work norms established by CIA/OC. Though we know neither the work norms nor the performance measures utilized by CIA/OC, we assume that they are realistic. To effect the recommended action, however, it would be necessary to take two slots from elsewhere in an already tight Center T/O. Originally, the situation offered two alternatives: 1) Increase the communications personnel level at the cost of sacrificing strength elsewhere; or 2) Reduce the cable traffic sufficiently to bring the workload within the norms established by CIA/OC. A third alternative has recently been presented. The CIA/OC now says that they can place two additional communicators in the NPIC Commo Branch on a double-slotted basis. (Possibly the BALPA reductions in overseas personnel have given them a surplus of communicators.)

3.0 SCOPE

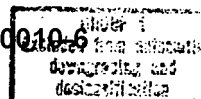
This study is limited to a review and analysis of NPIC cable traffic volume, mix, and handling procedures only insofar as they affect the Commo Branch workload.

4.0 TRAFFIC ANALYSIS

4.1 Definitions

The volume of cable traffic may be expressed in number of messages or number of transmissions. A message is one complete communication sent from one facility to another. A message may vary in length from one line to many pages (e.g., an OAK is one message.) A transmission is a communicator's unit of measure, and is limited to a maximum of 900 five-character groups. A transmission may vary in length from one line to approximately 2 1/2 pages. Any message of more than 900 words is "sectioned" and comprises two or more

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transmissions (e.g., an OAK may take 30-50 transmissions.) Since transmissions cannot vary in length as greatly as messages, they may be a slightly better unit of measure for comparing communicator workloads.

4.2 Transmission: Message Relationship

An analysis of the past four years' traffic shows a definite correlation between the number of messages and the number of transmissions. One aspect of that relationship is germane to this study; that is, there has been a general decrease during this period in the ratio of transmissions to messages. Commo Branch is handling almost 38% more messages today for a given number of transmissions than in 1966. This is due in a small part to shorter messages, but primarily to increased efficiency throughout the communications net resulting in fewer service calls and duplicates.

4.3 Requirements

The Dissemination Branch, PSG has recently conducted a review and updating of incoming message dissemination requirements in the Center. Although the final results of the review are not yet available, there is every indication that the information requirements, which have been validated by the group chiefs, will remain essentially the same.

4.4 Volume and Mix

Figure 1 shows that the volume of cable traffic in 1969 is up, regardless of the unit of measure. Projecting the current annual rate to the end of the year gives a total of 65,617 transmissions for 40,785 messages. The highest previous year was 1967 when we had a total of 65,162 transmissions for 31,558 messages.

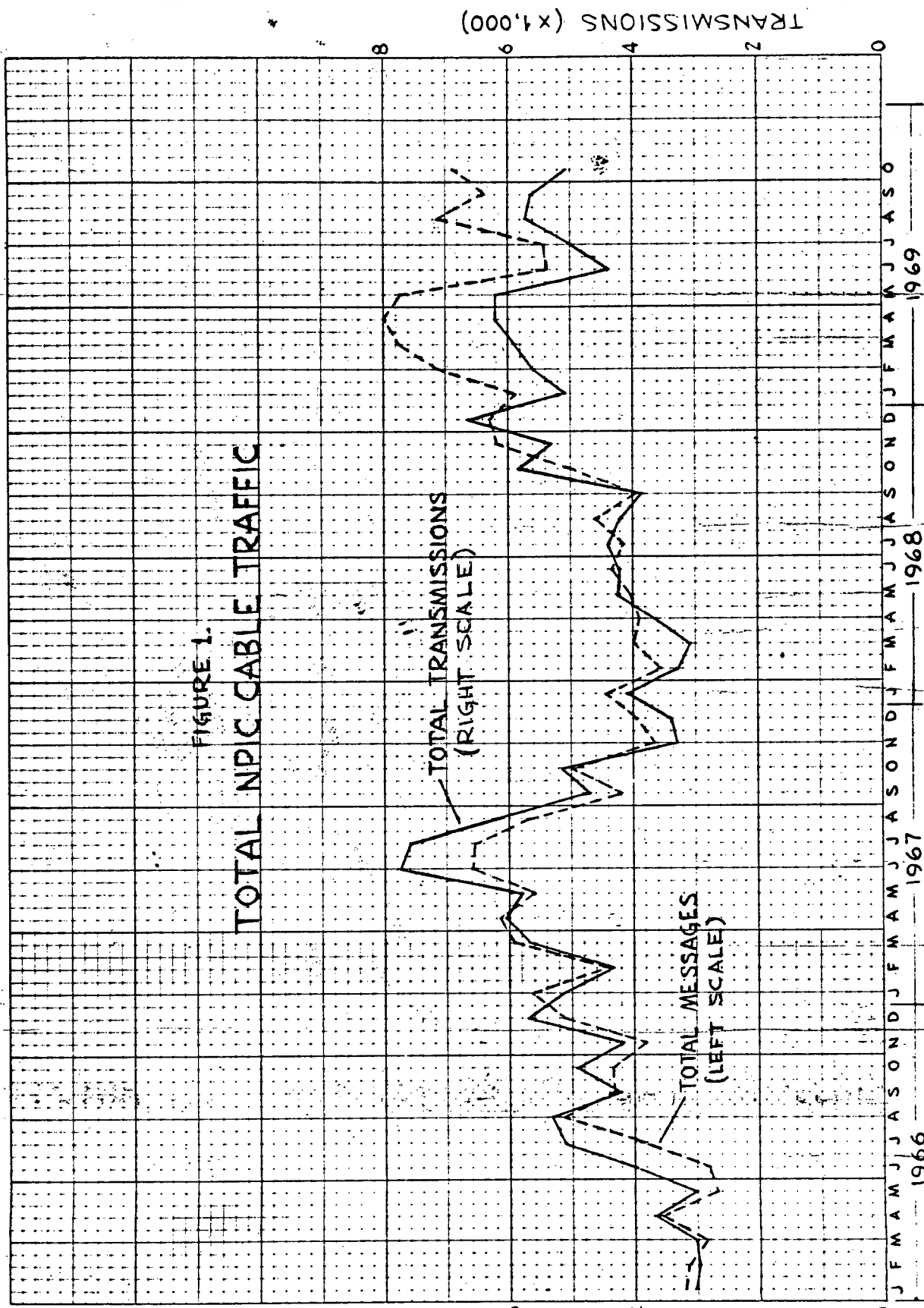
Figure 2 shows the mix of incoming and outgoing messages, and Figure 3 shows incoming and outgoing transmissions. It can be seen that the outgoing traffic is relatively low and stable compared to the incoming traffic. If we are to make any significant savings, they obviously must be made in the incoming traffic.

The typical mix of incoming messages (derived from spot samplings of recent traffic) is shown below.

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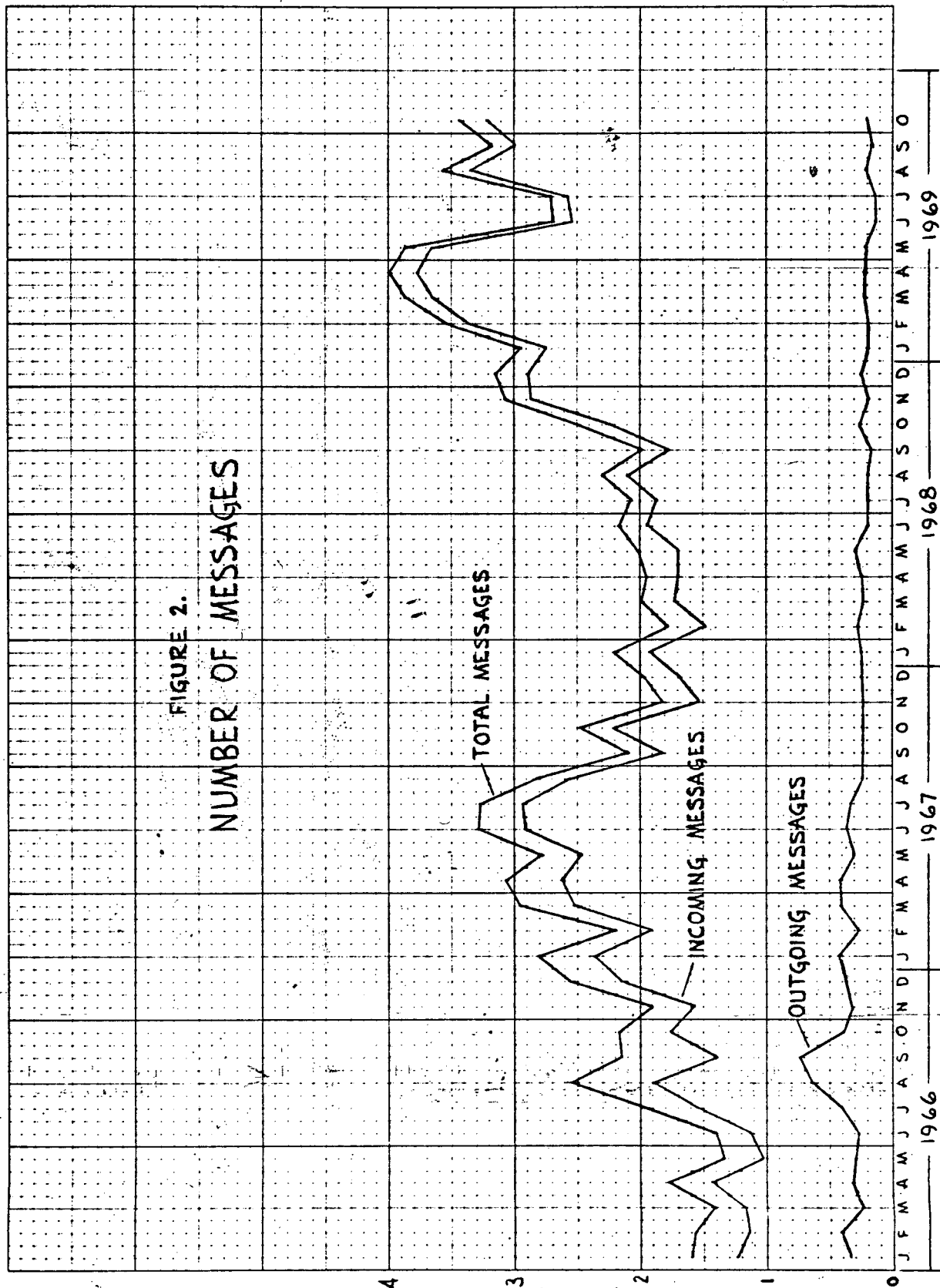
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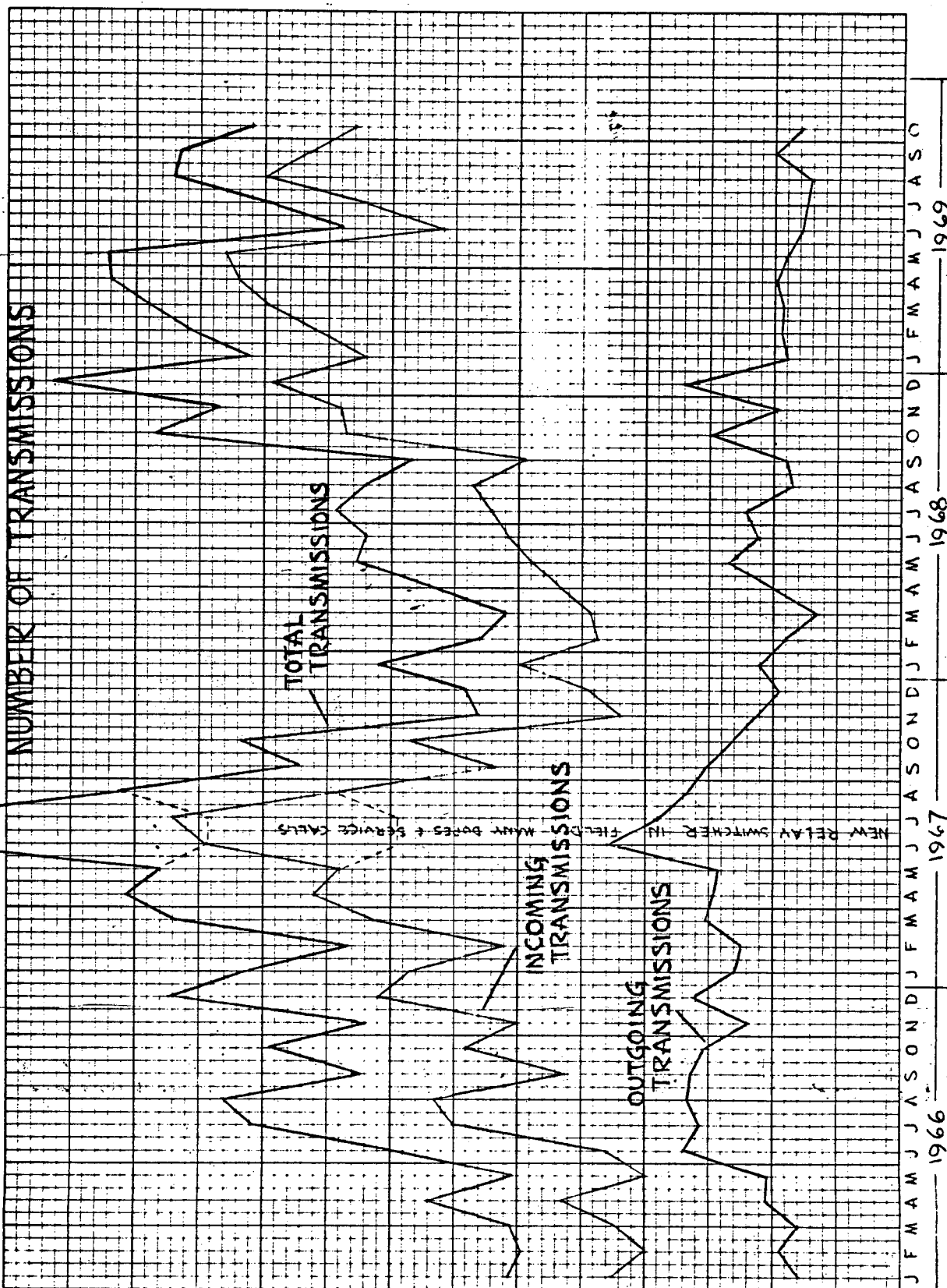
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FIGURE 3.

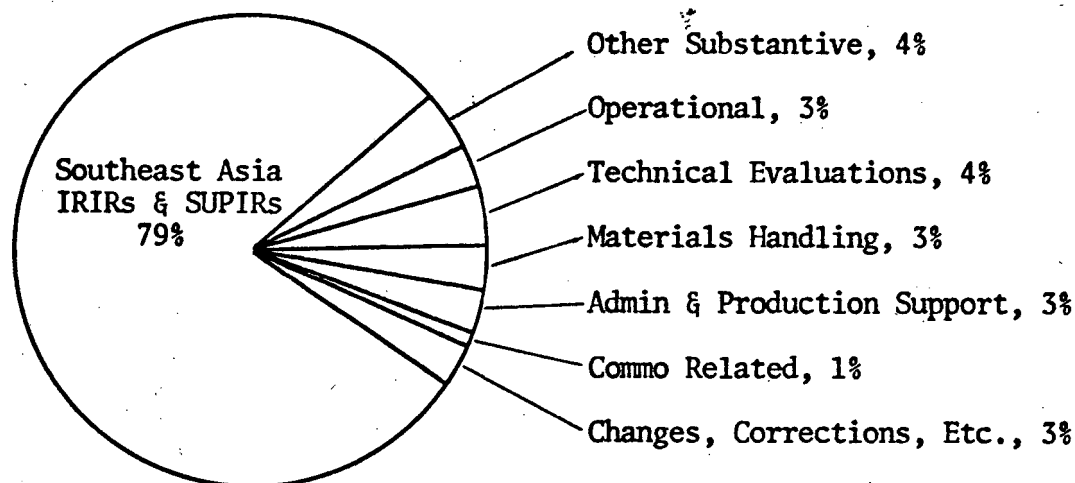


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Again, it is obvious that if we are to make any significant savings, they must come from the Southeast Asia IPIR-SUPIR traffic. Field readouts of UE-YT and YT missions comprise roughly 3/4 of the SEA traffic, and therefore account for at least 60% of the total incoming traffic or nearly 2,000 messages per month. The volume of these messages depends upon the extent of this country's military reconnaissance effort in Southeast Asia. While it is reasonable to assume that our ground forces involvement in Southeast Asia will continue to decrease during the next year or two, the same cannot be assumed about our reconnaissance effort. Since the South Vietnamese have no aerial reconnaissance capability of their own, it is more reasonable to assume that this effort will continue at approximately the present level for at least the next two years.

5.0 PROCEDURES

The cable handling procedures discussed in this section are limited to those applying to incoming traffic and, in the case of the user, to the UE-YT and YT IPIRs and SUPIRs.

5.1 Communications Branch, NPIC/TSSG/SD

The Commo Branch operates on a 24 hour basis seven days a week. There are eight communicators, including the Branch Chief & Deputy, to man 21 eight-hour shifts a week. The normal manning schedule is:

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	MON	TUE	WED	THUR	FRI	SAT	SUN
Day Shift	Chief Dep Ch 1 Op	Chief Dep Ch 2 Ops	Chief Dep Ch 2 Ops	Chief Dep Ch 2 Ops	Chief Dep Ch 1 Op	1 Op	1 Op
Eve. Shift	1 Op	2 Ops	2 Ops	2 Ops	1 Op	1 Op	1 Op
Night Shift	1 Op	2 Ops	2 Ops	2 Ops	1 Op	1 Op	1 Op
Man-Days	5	8	8	8	5	3	3

This schedule utilizes the total man-days (40) available to the Commo Branch in a week. Annual and sick leave are accommodated by leaving a shift short-handed with the Chief and/or Deputy doubling as operators, and heavy week-end traffic is handled with overtime. In FY-69, the Commo Branch worked 1620 hours of paid overtime. This averages 62 hours per pay period for the Branch.

The Commo Branch makes seven copies of each incoming cable by running the tape through a Teletype machine loaded with 7-copy NCR paper. The operator must then collate each cable exceeding one page and rubber stamp the cables with the appropriate classifications and controls. The cables are logged in and held for pick-up (4 times a day) by the PSG/RRD/Dissemination Branch.

5.2 Dissemination Branch, NPIC/PSG/RRD

The Dissemination Branch reviews the incoming cables to determine the appropriate dissemination, stamps and marks the copies for routing, and files the originals. Couriers deliver the cables four times a day. In the case of a cable requiring priority action, the responsible component is informed by telephone so they can pick up the action copy at once.

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5.3 Users

5.3.1 Southeast Asia Branch, NPIC/IEG/EGD

The Southeast Asia Branch reads the incoming IPIRs and SUPIRs for anything significantly new and then files them pending receipt of the film. When the film arrives, 7-20 days later, the PI refers to the IPIRs and SUPIRs during his readout. Without the cables, he would not know what items had already been reported during the field readout. Occasionally, perhaps 20 times a month, SEAB is called upon to comment on an item reported in a field IPIR or SUPIR before the film arrives. In that case the PI refers to the cable as a guide in reviewing the most recent mission material on hand to see if something was overlooked or misinterpreted earlier.

The SEAB has no immediate need for these particular cables, but neither can they wait until the film arrives before receiving the cables. The Chief, SEAB and the Chief, EGD agree that up to a 12-hour delay would not create a problem for them.

5.3.2 Imagery Analysis Service, CIA/DDI

The Imagery Analysis Service receives these cables and uses them essentially as does IEG. Though it has not been discussed with them, we assume that a minimal delay in receiving the cables would not adversely affect their operation, particularly since they do not receive the film until IEG has completed their readout of it.

6.0 CONCLUSIONS

Several points have been expressed in the foregoing sections. To reiterate, they are:

- 1) Total traffic volume has increased to a point equal to or greater than the highest volume in the past.
- 2) Outgoing traffic is relatively low and stable and offers little opportunity to effect savings.
- 3) Present cable requirements are valid and offer little opportunity to effect significant savings through the elimination of some types of cables.
- 4) A definite trend toward a decreasing ratio of transmissions to messages has been observed. It would, however, be unwise to assume at this time that the ratio will decrease sufficiently to offset this year's increase in the number of messages.

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5) The IPIRs and SUPIRs from UE-YT and YT missions, comprising approximately 60% of the total incoming traffic, are essential to our operation but could be delayed. This offers the only opportunity to make a significant decrease in cable traffic handled by the Commo Branch.

7.0 ALTERNATIVES

- 1) The Center can effect a 50% reduction in all cable traffic handled by our Commo Branch if arrangements can be made to receive the UE-YT and YT cables by courier from the Pentagon signal center. If such an arrangement can be made, the delay will be negligible and will not affect our operation.
- 2) The Center may accept OC's offer to place two additional communicators in the Commo Branch on a double-slotted basis. Though admittedly a stop-gap measure, this alternative would solve the immediate workload problem and provide more flexibility in scheduling leave without costing us two slots at this time.
- 3) If no significant long-term reduction of cable traffic can be arranged, the Center may elect to add two slots to the Commo Branch T/O.

8.0 RECOMMENDATION

The viability of the first alternative must be determined. It is recommended, therefore, that PPBS contact the appropriate persons in the Department of Defense to discuss its feasibility and consider the proposal in all its aspects. PPBS will coordinate the discussions and any forthcoming plans with IEG, PSG, and TSSG.

Plans & Programs Division, PPBS
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